



**DEPARTMENT OF THE ARMY**  
Headquarters, 1<sup>st</sup> Brigade, 1<sup>st</sup> Armored Division  
UNIT 21104, RAY BARRACKS  
APO AE 09074



AETV-THN-CO (600-20)

28 June 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Letter #19, Consideration of Others (CO2) Program

1. References.
  - a. USAREUR Policy Memorandum, Subject Consideration of Others Program, 5 August 2000.
  - b. V Corps Policy Memorandum, Subject Consideration of Others Program, 14 September 2001.
  - c. 1AD Policy Memorandum, Subject Consideration of Others Program, 14 September 2001.
2. Institutionalizing and preserving the core Army values and traditions are vital leadership tasks. The Consideration of Others Program is an important tool that enables us to create and maintain a values oriented organization based on dignity and respect. As leaders, we must ensure that a viable Consideration of Others Program is established and supported. Consideration of Others is defined as: "Those actions that indicate a sensitivity to and a regard for the feelings and needs of others and an awareness of the impact of one's own behavior on them; being supportive of and fair with others (subordinates, peers and supervisors)."
3. The Consideration of Others Program is designed to enhance trust and unit cohesion by instilling and reinforcing standards, discipline, and the core Army values. Behavior which degrades or purposely offends others must be eliminated if we are to successfully meet the objectives of the program. These objectives include:
  - a. Eliminate discrimination, sexual harassment, prejudice, insensitive behavior and verbal abuse.
  - b. Strengthen the command climate by reinforcing the importance of trust, dignity, and respect for others.
  - c. Maximize readiness by preventing incidents from occurring in the first place.
4. The CO2 program is the small group education model (15-25 personnel), instead of large group, lecture instruction. Focus areas for these discussions center on unit assessment and organizational needs. On a quarterly basis, the CO2 program will include 2 hours of small group discussion. EO and POSH training may be conducted under the CO2 label.
5. Consideration of Others training is built around sharing of ideas. It incorporates full participation by all personnel and the creative leadership of senior leaders, mid-tier leaders, and first-line supervisors. Commanders will develop their own CO2 concepts, and I encourage you to use examples of soldiers modeling Army values from the Brigade's recent operational deployment to Iraq. Battalions will report all CO2 training to Brigade Equal Opportunity Office on a quarterly basis, NLT every 5<sup>th</sup> day of the month following the end of the quarter.
6. All CO2 training will be programmed on company training schedules and units will maintain attendance records. A copy of these training schedules along with attendance records will be provided to the Brigade Equal Opportunity Office on a quarterly basis.

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Commanders will evaluate the program and its progress through annual unit climate assessments.

**READY FIRST!**

//s//  
SEAN B. MacFARLAND  
Colonel, Armor  
Commanding

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